



21ST Century Community Learning Centers

Grant Application

2017-2018

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I. Background

The Vermont Agency of Education (VTAOE) invites schools, non-traditional educators, and community-based organizations to apply for 21st Century Community Learning Center (21st CCLC) partnership grants for the purpose of providing high-quality afterschool¹ and summer learning opportunities for students who attend schools where 40% or more of the students are from low-income families (free/reduced lunch assistance) and/or are approved for Title 1 Schoolwide Program status, and where the need for improved student performance is well documented.

The 21st CCLC initiative is authorized under Title IV part B of the Every Student Succeeds Act (ESSA). Competitive grants are awarded to school and community partnerships that show the greatest promise of supporting the following overarching goal adopted by the Vermont State Board of Education: *Ensure that Vermont's public education system operates within the framework of high expectations for every learner and ensure that there is equity in opportunity for all.*

Under ESSA, the law outlines the purpose of the 21st CCLC investments as follows {Section 4201}

- (a) Purpose.--The purpose of this part is to provide opportunities for communities to establish or expand activities in community learning centers that—
- (1) provide opportunities for academic enrichment, including providing tutorial services to help students, particularly students who attend low-performing schools, to meet the challenging State academic standards;
 - (2) offer students a broad array of additional services, programs, and activities, such as youth development activities, service learning, nutrition and health education, drug and violence prevention programs, counseling programs, arts, music, physical fitness and wellness programs, technology education programs, financial literacy programs, environmental literacy programs, mathematics, science, career and technical programs, internship or apprenticeship programs, and other ties to an in-demand industry sector or occupation for high school students that are designed to reinforce and complement the regular academic program of participating students; and
 - (3) offer families of students served by community learning centers opportunities for active and meaningful engagement in their children's education, including opportunities for literacy and related educational development.

In addition, the 21st CCLC initiative is designed to support attainment of the following overarching long-term goals:

By 2025, we expect 100% of Vermont Schools to have:

¹ ¹ Throughout this grant application, the term “afterschool” program refers to learning opportunities (programs, classes, & activities) provided outside the regular school day and may include programs that take place before school, after school, evenings, weekends, summers, or during school vacation days.

- 1) Average scores in a proficient range for English Language Arts (ELA), Math, and Science.
- 2) Average scores in a “healthy zone” for physical education
- 3) A 100% 6-year graduation rate
- 4) A 100% of English Learners attain English Language Proficiency
- 5) 67.5% of students to be Career and College ready

To implement strategies aligned to these goals, 21st CCLC-funded programs are expected to support Vermont’s [Education Quality Standards \(EQS\)](#). These standards include Proficiency-Based Graduation Requirements (PBGRs) -- locally-delineated content knowledge and skills that, when supplemented with any additional locally-developed requirements, have been determined to qualify a student for earning a high school diploma. Intentional 21st CCLC alignment with local PBGRs is expected where possible; particularly with secondary-age programming that targets core content while at the same time developing *transferrable skills*. Transferrable Skills describe a broad set of knowledge, skills, work habits, and dispositions that determined to be critically important to success in today’s world, particularly in collegiate programs and modern careers. Transferable skills include communication, collaboration, creativity, innovation, inquiry, problem solving and the use of technology.

II. Eligible Grantees

Eligible applicants include local educational agencies (LEAs); community-based organizations (CBOs); and other public or private entities, including faith-based organizations, or a consortium of two or more agencies, organizations, or entities. Municipalities may also apply. Please consult the free and reduced eligibility report for school year 2016-17 at [VT Agency of Education free and reduced lunch \(FRL\) eligibility report 2017](#) for information to determine which schools are eligible to partner with community-based organizations or other public or private entities in applying for funding under Title IV-B, 21st Century Community Learning Centers. Communities with schools with 40 percent of FRL assistance rates are eligible to apply (including those approved for Title I Schoolwide Program status).

Eligibility may also be determined through calculation of poverty based on the lunch assistance percentages of feeder schools.

III. Award Amounts and Duration

The Federal Fiscal Year 2018 (FY18) budget has not yet been passed as of the release date of this application, therefore the exact funding amount is unknown. As such, the Vermont Agency of Education is not obligated to award money under this competition and reserves the right to refuse any and all proposals. If funding were to remain at its current level, an estimate of \$2,300,000 will be available for dispersal under this grant competition. The minimum 21st CCLC grant award is \$50,000 per year.

New Programs: The maximum upper range for a single site grant award is \$100,000-\$125,000. If multiple sites are included within a grant application, the maximum upper award range is \$80,000- \$100,000 per site. Grants will be for five years if annual program objectives are met and

all reporting and monitoring requirements are successfully fulfilled. For first-time recipients of a 21st CCLC grant, pending availability of federal funds and program performance, grant awards are funded up to 100% of the total budget for the first three years of funding. In year four, programs must show a further sustainability base and the applicant will receive 75% of the initial grant award. In year five, the applicant will receive 65% of the initial grant award. At no time may the grant award amount to less than \$50,000 a year.

Existing 21st CCLC programs: grantees are eligible to apply for funding if their existing grant award expires on July 1, 2018. Current grantees are expected to demonstrate a high level of performance and sustainability in order to receive additional funding under this competition. Pending availability of federal funds and program performance, for current 21st CCLC programs reapplying without expansion, new grant awards will be level-funded for five years at no more than 50% of the total program budget.

Special or unusual costs: The applicant may apply for special or unusual costs outside of the parameters outlined above. To do so, the applicant must indicate this on the applicant cover page and must include a clear justification for the additional costs. In general, there will be a high burden of proof that unusual costs are necessary for the program to meet the needs of students and their families within the context of the program proposal. Applicants who are awarded unusual costs will be expected to document throughout the grant period that they are continuing to serve the expected numbers of regular attendees in a high quality program and that services provided continue to be necessary and of high cost.

IV. Program Requirements

Absolute Priority: The Agency of Education will make awards *only* to eligible entities that serve students who primarily attend schools that serve a high percentage of students from low-income families; and the families of students served by the 21st CCLC program.

Competitive Priority: The Agency of Education will provide three priority points to eligible entities that include sites that serve grades 7 and above and that receive at least 85 points in this competition.

Costs: No costs related to the preparation of the application may be included as part of a proposal.

Disabilities: Programs must meet the requirements of Section 504 of the Rehabilitation Act of 1973, the Americans with Disabilities Act of 1990, and the Individuals with Disabilities Education Act of 2004. Student with disabilities may not be excluded from participation in, be denied the benefits of, or otherwise be subjected to discrimination under any program or activity that receives or benefits from federal financial assistance. More information, including legal foundations and best practices, is available at the [inclusion-in-21st-cclc-environments](#) link.

Dosage: See Appendix L for Full Comprehensive Center expectations.

Summer Learning programs must be developed for a minimum of five weeks by the start of the year-two award. Summer programs shall include programming for all grades or ages served in

an equitable manner. Full-day summer programming aligned to, or unified with other offerings in the school or community, are strongly recommended.

Entity Limits: Each awarded entity may receive up to two 21st CCLC grant awards at any one time. Every effort must be made to unify all programs under one application.

Every Student Succeeds Act (ESSA): Under Vermont's ESSA state plan, "ESSA requires Vermont to identify schools with 'consistently underperforming' groups of students §200.19(b)(1) and (c) §200.19(b)(2). Vermont will make its first identification for these supports in the fall of 2018 based on student performance on indicators collected during the 2017-18 school year.

Governance: Projects must have an active governance or advisory group composed of a broad group of stakeholders to assist with planning and decision-making that assists the project multiple times each year.

Leadership: Projects must employ a Director at a minimum of 30 hours per week. Salary and fringe benefits must be adequate to employ a highly qualified individual in this role. Additionally, site-based coordination within multi-site projects is required. A minimum of 20 hours weekly is needed for this role. Full-time directors should be considered for all projects.

Location of 21st CCLC Programs: Typically, 21st CCLC programs and activities are carried out at school sites. However, programs may be located at facilities other than a school if:

- The site is at least as available and accessible as it would be at the school site; and
- The LEA, school district, and/or school(s) are in agreement on the alternate site;
- A clearly defined plan of communication between the alternate site and the school is in place; and
- Safe transportation between the school and the alternative site has been arranged (funding for transportation is an allowable grant expense).

Private School Consultation: Title IX (Uniform Provisions) of the Elementary and Secondary Education Act (ESEA) Local Education Agencies are mandated to consult with private school administrators about their students' needs and how they can be addressed via federal programs. This must occur in a timely and meaningful way during the design, development, and implementation of the program. Local Education Agencies must provide equitable services to private school students and their families if those students are part of the target population. The Agency strongly recommends that documentation of this process be maintained for auditing and annual reporting purposes.

V. Vermont Agency of Education Expectations

The Vermont Agency of Education has identified multiple elements of high-quality afterschool and summertime programming. The following baseline expectations have been determined to be indispensable for quality.

Area	Baseline Expectation(s)
Strong and Effective Program Leadership	Meaningful job structure, hours, hiring practices, and appropriate compensation at the project and site levels result in effective on-going leadership of the project
Linkages to the School: Buildings, Programs, and Staff	School buildings and their physical resources are fully used and leveraged for learning outside of the school day Projects compliment, align to, and/or unified with other programs and plans in the school and/or community The project includes significant licensed teacher participation as staff
Effective Community Partnerships	The project includes multiple community partners and/or partnerships that will extend the breadth and depth of offerings
Safe and Appropriate Environments	21c safety standards are applied to all indoor and outdoor environments
High-Interest Programming	Programs are diverse, engaging, relevant, fun, and rigorous. Multiple end-products, performances and celebrations result that demonstrate acquisition of content and <i>transferable</i> skills
School Leadership Support	Principals regularly provide support for the program as a key component of their educational vision
Attention to Serving Regular Attendees	Full comprehensive centers are built. See Appendix L
Strong Instructional Leadership	A designed system of program planning, (intentionality) and staff development exists Effective content rich components are integrated into the overall program design including literacy, and/or math, and science components

Area	Baseline Expectation(s)
Flexible Structures and Student Choice	All programs are attended by choice Youth centered practices are evident and multi-faceted
Data and Evaluation	Projects adopt the statewide evaluation plan, use additional locally generated measure(s) using a SMART framework, and have effective technical data systems in place

VI. Allowable Uses of Funds

In preparing the application, applicants should be mindful of the federal requirements that define allowable uses of funds.

Local grantees are limited to providing activities within the following list:

- Academic enrichment learning programs, mentoring programs, remedial education activities, and tutoring services, that are aligned with the challenging State academic standards and any local academic standards; and local curricula that are designed to improve student academic achievement
- Well-rounded education activities, including such activities that enable students to be eligible for credit recovery or attainment
- Literacy education programs, including financial literacy programs and environmental literacy programs
- Programs that support a healthy and active lifestyle, including nutritional education and regular, structured physical activity program
- Services for individuals with disabilities
- Programs that provide after-school activities for students who are English learners that emphasize language skills and academic achievement
- Cultural programs
- Telecommunications and technology education programs
- Expanded library service hours
- Parenting skills programs that promote parental involvement and family literacy
- Programs that provide assistance to students who have been truant, suspended, or expelled to allow the students to improve their academic achievement
- Drug and violence prevention programs and counseling programs
- Programs that build skills in science, technology, engineering, and mathematics (referred to in this paragraph as ('STEM')), including computer science, and that foster innovation in learning by supporting nontraditional STEM education teaching methods
- Programs that partner with in-demand fields of the local workforce or build career competencies and career readiness and ensure that local workforce and career readiness skills are aligned with the Carl D. Perkins Career and Technical Education Act of 2006 (20 U.S.C. 2301 et seq.) and the Workforce Innovation and Opportunity Act (29 U.S.C. 3101 et seq.)

The above uses of funds should be designed to link with and complement the regular academic program of participating students.

Additional federal regulations are articulated in OMB Circular A-87 (if the applicant is a school) or, in education agency regulations (34 CRR 76 & 80).

VII. 21st CCLC Alignment with Personalized Learning

21st CCLC funds can be used to support systemic change by supporting whole school and community-based learning opportunities. Additional definitions of programming terms or approaches that are fundable during out of school time in line with *Section VI allowable uses of funds* can be found in Appendix K. Use these definitions to consider all options.

VIII. Due Date

An electronic copy of the entire application with all signatures in one document as a PDF must be submitted to Emanuel.Betz@vermont.gov no later than **4:30 PM on February 5th, 2018**. Include all pages within one PDF document only.

IX. Timeline

Grant application released	September 6, 2017
Applicant workshops	October 11, 18 and 19, 2017
<i>Intent to Apply</i> due date (see Appendix H)	November 20, 2017
Application due date	February 5, 2018 (4:30 PM)
Awards announced by	April 27, 2018
Awards begin	July 1, 2018

X. Applicant Workshops and Technical Assistance

Applicant workshops will be held on the days listed below from 9:00 AM-3:00 PM. Key information will be presented and there will be time after 1:00 PM for team planning and individual assistance.

- Wednesday October 11 VT Technical College, Langevin House, Randolph
- Wednesday October 18 Vermont Historical Society, Barre
- Thursday October 19 Golden Eagle Resort, Stowe (Library)

Bringing a team to one of these workshops is essential for success. Reserve your team members' attendance by e-mailing names, affiliations and contact information to emanuel.betz@vermont.gov at least one week prior to the meeting. Space is not guaranteed at each location and confirmations will be sent by email. Any questions about this grant application must be submitted via email to Emanuel.Betz@vermont.gov by January 29th, 2018. All applicant questions, responses, and resources will be forwarded to potential applicants via a group email list. To be included on this list, send a request to the email above.

It is strongly recommended to visit an existing 21st CCLC funded program in Vermont. The state coordinator can assist in connecting existing programs to applicants.

In addition, prospective applicants are strongly encouraged to review the following websites when considering whether or not to pursue a 21st CCLC centers grant.

Vermont Resources

[Vermont Agency of Education 21st CCLC Webpage](#)
[Vermont Afterschool Wiki](#)
[Vermont Agency of Education Proficiency-Based Learning](#)
[Vermont Agency of Education PBL Transferable Skills](#)
[Vermont Agency of Education Flexible Pathways](#)
[Vermont Afterschool Inc.](#)

National Resources

[U.S. Department of Education 21st CCLC Program](#)
[National Institute on Out-Of-School Time](#)
[National Summer Learning Association](#)
[Afterschool Alliance](#)

XI. Narrative Guidelines for Applicants

Provide no more than twenty pages of narrative (11-point font, single-spaced) plus no more than twenty pages of supporting documents. Do not include any table of contents, cover pages, executive summary, budget, budget narrative, Appendix I, or the MOU in the total page count. The executive summary should not exceed 200 words. DO NOT include any letters of support. DO NOT exceed the page count. Failure to follow these directions could result in an application being rejected.

All applications must include an assurance page with the signatures of the executive officers of partner organizations or individuals (for schools, this means superintendents and principals).

Structure your narrative by addressing the following:

1. Planning and Process (5 points)

Provide a brief summary of the planning process used to submit this application. Referencing cover sheet B, summarize the planning meetings and writing sessions and personnel that created this application.

2. Program Need (10 Points)

Provide an evaluation of the community needs and available resources for the center including the needs of students and their families. Describe how the proposed programs will address the needs of students and their families (including the needs of working families). In addition, describe how the program will be based on the following measures of effectiveness:

- An assessment of objective data (see data sources listed in Appendix F of this application) regarding the need for before and afterschool and summer programs and activities in the schools or community
- An established set of performance measures aimed at ensuring the availability of high-quality academic enrichment opportunities
- Measures of student success that align with the regular academic program of the school and the academic needs of participating students

If applying for unusual costs, include a clear justification of the need for those costs.

3. Programming (45 Points)

A. Program Description. (15 points)

Describe the range and details of programs (after school, before school, summer, weekend, and/or evening) that will be offered. Specify the number of regular attendees served and the numbers of students that will be served and their ages or grade levels by site. Include an expected daily schedule, staffing ratios, type and qualifications, and information on how many hours per day, days per week, and weeks per year the programs will be offered. If programs will be offered at more than one site, include information on the number of sites and the range and type of programming at each. Describe the transportation plan for how students will travel safely to and from the program and home. Describe how food, physical activity, and other programming components will be integrated into the schedule(s).

B. Program Design. (15 points)

Describe the program design(s). Describe the types of programming that will be offered for each age level. Include how the programs are expected to improve student learning, including learning outcomes in content areas and in support of transferrable skills. Include strategies that will be made to ensure that programming is student-centered and that every participant has a high level of engagement.

C. Program coordination for access, equity, and efficiency (15 points)

Describe how the proposed program will coordinate Federal, State, and local programs and initiatives to make the most effective use of public resources. Describe how the program aligns and integrates with the regular school day programs and systems (e.g., shared staff, space, training, policies, graduation requirements, LEA comprehensive needs assessments, plans including, schools' continuous improvement plans, Schoolwide Title 1 plans). Describe how the program will provide equitable access and service for all participants including those with disabilities.

4. Program Management (10 Points)

A. Leadership (5 points)

Each application must include a project director at a minimum of 30 hours per week. Describe the structure, qualifications and attributes that will be required. For multi-site projects, include the plan for site-based coordination/leadership. Include specific organizational leadership support that the organization and partnerships will bring to assure project success. Describe expectations that will be set by leadership with regard to lesson planning, course development, pedagogy and integration.

B. Systems (5 points)

a. Safety

Describe the safety (including physical and/or social-emotional) practices and protocols that will be followed.

b. Professional Development

What staff training and professional development activities will occur to assure continuous improvement within the project?

c. Communications

How will the organization disseminate information about the center to the community and families in a manner that is understandable and accessible?

d. Volunteers.

If volunteers are used, describe how the organization will encourage and use appropriately qualified persons.

5. Evaluation (10 points)

A. Program Goals and Objectives (5 points)

Identify the areas of primary focus for your local evaluation and describe the measurements the program will use to determine success including clearly defined program goals, numeric objectives, and specific outcomes. Include a description of who will carry out the work of the evaluation and evidence that the plan is realistic following a SMART framework. Be sure to review the current statewide evaluation plan so that local plans complement but do not duplicate state indicators.

B. Evidence (5 points)

Describe how the project will use best practices, including research or evidence-based practices, to provide educational and related activities that will complement and enhance academic performance, achievement, postsecondary and workforce preparation, and positive youth development.

For returning applicants, complete Appendix I that summarizes the programs' data summary from the last two years.

6. Budget and Budget Narrative (10 Points)

The budget and budget narrative must demonstrate a detailed and logical connection to the goals of the project and should be specific enough to give reviewers a clear idea of project priorities and the focus for funding. At a minimum, the budget must include the following:

A. Budget Items (5 points)

Provide a detailed budget including up to sixteen required categories: project director, site coordinator, instructors, benefits, retirement contributions, contracted services, professional development, supplies, equipment, transportation, travel/mileage, purchased services, professional services, food, rent, and indirect. Include the 21st CCLC request, all non-21st CCLC cash funds, and the total project budget. Refer to and use the budget template (Appendix J).

B. Budget Narrative (5 points)

Provide a detailed narrative describing how each line item was calculated and for what purpose. The budget descriptions must include sufficient detail and should include sub-categories (e.g., *Instructors*: include tiers, rates, hours; *Benefits*: include types, amount, rationale). For non-21st CCLC cash funds, include the source of the fund, the amount, and supporting details. If special or unusual costs are proposed, include explicit detail of where these costs are in the budget.

7. Partnerships and Sustainability (10 Points)

A. Partnerships (10 points)

Describe the partnerships between a local education agency, a community-based organization, and another public or private entity. In addition, using the Memorandum of Agreement (MOU) form that is included with this application as a starting point, develop and submit a signed MOU that defines the service and program implementation agreements between the key partners. The MOU should describe the nature and details of the partnerships between the LEA(s), community-based organization(s), and other public or private organization(s) or partners with evidence that teachers, parents, principal(s), district and/or community leaders were involved in designing the proposed programs and will assist in their implementation. Key partners are directly responsible for the implementation of the program. Partners can be individual leaders. Signatures must include non-school organizations and may include individuals as partners if the local educational agency demonstrates that it is unable to partner with a community-based organization in reasonable geographic proximity and of sufficient quality. The

included sample MOU format is a resource and may be amended or another format may be used.

B. Sustainability Plan (5 points)

Describe the plans for the continuous strengthening of the partnership between the local educational agency, community-based organization, and another public or private organization (if appropriate), including plans for continuing the proposed programs beyond the five-year period of funding. Attach a preliminary or revised sustainability plan chart.

XII. Selection Process

All applications will receive an initial eligibility review by AOE staff to ensure that the application was received on time, and contains all required guidelines, sections, and signatures. If an application does not meet these basic requirements, the application will be removed for consideration. All applications will then be read, reviewed, and scored by independent readers and panelists with extensive experience in such areas as 21st Century Community Learning Centers, out-of-school time programs, education, school effectiveness, and community based learning. Each question can receive points up to the maximum that is indicated. There are 103 potential points. After the independent readers rate the applications, a panel will be convened to finalize the review of the applications and ratings, and make a funding decision for each application. In the event of a tie score, the applications serving schools with the highest poverty level shall receive priority, assuming funds are available.

XIII. Grant Award Decisions and Disposition of Applications

The Agency reserves the right to award in part, to reject any and all applications in whole or in part, and to waive technical defects, irregularities or omissions if, in its judgment, the best interest of the students would be served. After receiving the grant application, the Agency reserves the right not to award all grants, to negotiate specific grant amounts, and to select certain grantees regardless of points awarded as part of the evaluation process to meet federal requirements or State Board of Education priorities. In addition, the Agency reserves the right to change the dollar amount of grant awards.

All awards are subject to availability of federal funds. Grantees will be required to submit and sign a final grant agreement award document with the Vermont Agency of Education.

XIV. Other requirements

Each year, grantees are required to submit data and/or Annual Performance Reports (APR) that describe project activities, accomplishments, and outcomes. The two purposes of these reports are to: (1) demonstrate that substantial progress has been made toward meeting the objectives of the project as outlined in the grant application, and (2) collect data that addresses the performance indicators for the 21st Century Community Learning Center program.

A funded applicant must commit to:

- (1) Participating in statewide evaluation activities conducted by the Vermont Agency of Education and the U.S. Department of Education including submitting data through the federal 21APR system.
- (2) Participating in site review monitoring processes.
- (3) Sending a representative team including the project director to Agency of Education professional development activities not to exceed five days per year.
- (4) Applicants may be asked to clarify certain aspects of their applications. Finalists may be asked to participate in subsequent activity such as an oral interview or to receive an onsite visit to clarify application information. Applicants will be contacted if such information is necessary.

XV. Note regarding plagiarism

If a discovery of plagiarism is made known or brought to the attention of officials at the Agency of Education during a grant competition, at the discretion of the Agency, the Agency has the right to remove the grant application for funding consideration because of the occurrence of cause.

XVI. Grievance Procedure

Applicants have the right to appeal the funding decision, as outlined in section 76.401(c) of EDGAR. A request for a hearing must be made within 30 days of notification. The Vermont Agency of Education will schedule the hearing within 30 days of receiving the request. Prior to the hearing the applicant must provide a detailed statement of facts and circumstances which gave rise to the appeal. After the hearing, the applicant will receive a written notification of the results of the hearing, including findings of fact and reasons for the ruling, within 10 days from the hearing.

XVII. Non-Profit Organizations as Fiduciary

Applications from non-profit organizations will be screened for their capacity to administer a program prior to application submission. Written documentation as part of the letter of intent process must include:

1. proven fiscal responsibility (e.g., as demonstrated through an annual audit);
2. previous experience with similar amounts of funding at the state or federal level through government, foundation, or private grants;
3. staffing, governance, legal and organizational capacity to manage and sustain a large 21st CCLC funded initiative;
4. documentation of linkage with the school site(s); and
5. documentation of a clear plan of communication and linkage with the school site.

Appendix A-Applicant Checklist

(Do not submit)

- ☐ **Eligibility determined**
- ☐ **Team created**
- ☐ **Readiness assured**
- ☐ **Roles and writer identified**
- ☐ **Letter of Intent completed**
- ☐ **Cover pages A and B completed**
- ☐ **Assurances with signatures completed**
- ☐ **Sustainability plan completed**
- ☐ **MOU and signatures of key partners completed**
- ☐ **Application-Planning and Process**
- ☐ **Application - Program Need**
- ☐ **Application- Programming**
- ☐ **Application- Program Management**
- ☐ **Application- Evaluation**
- ☐ **Application- Budget and Budget Narrative**
- ☐ **Application- Sustainability**
- ☐ **Appendices organized and proofread**
- ☐ **Application proofread**
- ☐ **Page counts, fonts, and line spacing requirements not exceeded**
- ☐ **Application copied and emailed to VT-AOE as one PDF document**

Appendix B- Cover Page A

21st CENTURY COMMUNITY LEARNING CENTERS

APPLICANT: _____

(i.e. Supervisory Union, CBO, FBO, or School)

CONTACT

PERSON: _____

ADDRESS: _____ ZIP _____

E-Mail _____ Telephone: _____ FAX: _____

List Partnership School(s):

School Free and Reduced Lunch _____%

School Free and Reduced Lunch _____%

School Free and Reduced Lunch _____%

School Free and Reduced Lunch _____%

School Free and Reduced Lunch _____%

School Free and Reduced Lunch _____%

() Title 1 Schoolwide Plan status used for eligibility () Feeder model used for eligibility

() Expansion is being requested by an returning grantee Amount \$ _____

() Unusual costs are being requested Amount \$ _____

Annual Grant Amount Requested for five years:

() Returning grantee total annual request for five years (50%) \$ _____

() New or expansion request

1st Year request (100%) \$ _____

2nd Year request (100%) \$ _____

3rd Year request (100%) \$ _____

4th Year request (75%) \$ _____

5th Year request (65%) \$ _____

Cover Page B

21st CENTURY COMMUNITY LEARNING CENTERS

What entity will be the fiscal agent for this grant? _____

Contact Person: _____

Address: _____

City: _____ State: _____ Zip: _____

E-mail: _____ Phone: _____

Who was the lead grant writer for this application and what is their professional title?

Email: _____ Telephone _____

List planning meetings and delineate writing sessions that occurred to create this application

[illegible]

Appendix C- Assurance and Signature Page

- ☐ The program will take place in a safe and easily accessible facility
- ☐ The program was developed and will be carried out in *active* collaboration with the schools that participating students attend(including through the sharing of relevant data among the schools) all participants of the eligible entity, and any partnership entities in compliance with applicable laws relating to privacy and confidentiality and in alignment with the challenging State academic standards and any local academic standards
- ☐ The program will primarily target students who primarily attend schools eligible for schoolwide programs under section 1114 and the families of such students
- ☐ Funds under the program will be used to increase the level of State, local and other non-Federal funds that would, in the absence of funds under this part, be made available for authorized programs and activities authorized under this part and in no case supplant Federal, State, local, or non-Federal funds
- ☐ The community was given notice of the applicant's intent to submit an application, and after the submission, the applicant will provide for public availability and review of the application and any waiver request

By signing below you agree to honor the above assurances.

LEA SIGNATURES:

_____ Superintendent	_____ Date
_____ Principal	_____ Date
_____ Principal	_____ Date
_____ Principal	_____ Date


PARTNER SIGNATURES:

_____ Organization	_____ Signature	_____ Date
_____ Organization	_____ Signature	_____ Date

Appendix D- Self-Assessment Tool for Sustainability

*This assessment **SHOULD NOT** be submitted as part of the application
Sustainability definition: Building AND maintaining high quality programs**

Strategy	% 21c funded projects currently using ('16 data)	Team brainstorm/notes column (who?/what?/how?/timeline)
Partner organizations and individuals	100%	
Federal snack and meal programs	100%	
Sliding scale fee scale donation or other program income approach	80% If so, no youth may be turned away for inability to pay	
School and or SU budgets	73% Average by project is \$51,237	
Other local funds or grants including foundations	53%	
Fundraising/ donations	53% Average by project is \$5672	
Title funding	46%	
Licensing and subsidy reimbursement	33%	
Other state Funds	23%	
Medicaid	13%	
Recreation Departments	13%	
Other Federal Grants (not including food, title, or subsidy)	0%	

		 Supporting systems
Quality professional development initiatives	Levels vary	These need not go explicitly in the sustainability plan unless desired
Communication and outreach including Events and celebrations of knowledge	Levels vary	These need not go explicitly in the sustainability plan unless desired
Data and evaluation systems	Levels vary	These need not go explicitly in the sustainability plan unless desired
Business partnerships and support	Levels vary	These need not go explicitly in the sustainability plan unless desired
Parent involvement	Levels vary	These need not go explicitly in the sustainability plan unless desired
Leadership Development activities	Levels vary	These need not go explicitly in the sustainability plan unless desired

Note: Current sustainability plans can be requested from Emanuel.Betz@vermont.gov

Plans and other resources will be shared with all applicants on the email list.

Also see: [Vermont Afterschool Program Planning Documents](#)

Appendix E- Sample Sustainability Plan Chart

This chart can be attached to the application narrative to answer question 7

Describe your sustainability plan components in the table below. The first three rows are random examples.

Area*	Strategy**	Financial Goal***	Details
<i>Examples:</i>			
Partnerships	<i>Develop partnerships with new out of town program providers and individuals</i>	<i>\$5000 by June 30, 2019 of in-kind support</i>	<ul style="list-style-type: none"> -Get three retired teachers from local area -Develop college based program options - Build artist collaboration with local community artists
Fees	<i>Bring in \$5000 per year in fees by year two without turning away a single low income student</i>	<i>\$2500 in fees by June 30, 2019</i> <i>\$5000 in fees by June 30, 2020</i>	<ul style="list-style-type: none"> -Fee structure will follow a tiered sliding scale - Free slots will be offered to all low income students as needed
Sponsorships	<i>Get 1 sponsor for each session (2 months) of programming</i>	<i>\$100 per session or \$500 by 6/30/19</i> <i>\$200 per session or \$1000 by 6/30/20</i> <i>\$400 per session or \$2000 by 6/30/21</i>	<ul style="list-style-type: none"> Sponsor gets mentions in communications Sponsor is recognized in 1 public forum and in posters around town

Area* There are many sustainability “areas” in bold in the tool. Consider each area for a strategy.

Strategy** Describe the sustainability strategy

Financial Goal*** Set a one time or annual target(s) for each strategy including the deadline

Appendix F- Objectives Measures

Examples of qualitative and quantitative information, including objective measures that may be submitted to document program impact on learning

- Program attendance data
- School attendance data (absence, tardiness, truancy)
- Participant hours
- Volunteer hours
- Program hours
- Grades, grade-point averages
- Homework completion data
- Percent of students meeting annual performance targets
- Gates/MacGinitie Reading Assessments
- Fountas and Pinnell Reading Assessments
- Search Institute Developmental Asset Survey
- Youth Risk Behavior Survey (YRBS)
- Discipline data
- Dropout rates
- Prevention data
- Student assistance program data
- School nurse data
- Guidance counselor data
- Surveys of teachers, students and parents
- Other locally designed/selected assessments
- ESSA accountability measures as described in the VT state plan: Current status and student growth academic proficiency indicators in English Language Arts, Mathematics (SBAC) and Science and; Climate and physical education measures and: English Language (ELP) proficiency indicators
- Smarter Balanced Assessment Consortium (SBAC) Interim assessments
- Student mobility (enrollment stability) data

Appendix G- Sample Memorandum of Agreement (MOU) between Key Partners

I. Parties of the Memorandum of Agreement

The parties would include the partners who are providing services and/or financial support to the afterschool program.

II. Purpose

The purpose of this MOU is to establish an agreement among the above mentioned parties concerning their respective roles and responsibilities for implementation of a 21st Century Community Learning Center (CCLC) Grant from the Vermont Agency of Education.

This agreement is to establish and coordinate joint processes and procedures for the provision of afterschool (including summer, before school, weekends, evenings, in-service days, vacation breaks, etc.) programs for students, family engagement activities, staff development, supervision, and program evaluation.

III. Duration of the Agreement

The agreement should be for a period of at least one year and up to the five years.

IV. 21st Century Community Learning Centers Vision and Overview

Since the MOU is intended to describe and detail how partners will contribute to the establishment and maintenance of the afterschool program, it is important that all partners to the MOU share a collective vision for the program and have a common understanding as to the scope and purpose of the program. The description provided under this section will serve as a critical framework for the program as it makes decisions on the implementation of the 21st CCLC investment.

V. Duties of Parties

In this section, the responsibilities and agreements of each party is described separately.

For the lead applicant, the responsibilities and agreements could include:

- Serve as the fiduciary for the grant.
- Hire, fund, supervise, and evaluate the position of the project director and any other position hired through that agency.
- Provide needed support including office space, telephone use, and computer use for afterschool staff.
- Provide classroom space and all other appropriate space to accommodate the afterschool program.
- Provide custodial support, office support, and other appropriate support to ensure the program runs smoothly and that children are safe afterschool.
- Be responsible for purchasing necessary materials/supplies for designated components in accordance with the 21st CCLC budget.
- Support staff in trainings and professional development opportunities in areas related to afterschool programming and issues.
- Participate in the evaluation of the afterschool program at the local, state, and federal levels.
- Complete paperwork related to any association with the program.

- Provide access to assessment and other available data for the purposes of program evaluation.
- Assist the program in developing, implementing, and making progress on its sustainability plan.
- The Program Director will participate in statewide meetings, workshops, and conferences.
- Recruit and refer students to the afterschool program.
- The Program Director or other appropriate person will participate on the Afterschool Advisory Team.
- Assume payroll responsibilities for afterschool positions, as budgeted.
- Communicate and collaborate with all partners.
- Support the afterschool program in developing appropriate curricula, running an effective learning lab and/or tutoring program, and establishing clear linkages with the school day.
- Establish a collaborative relationship between school day staff and afterschool staff including having a significant number of school based staff committed to working in the program.

For a partner, the following may apply:

- Hire, supervise, and evaluate designated afterschool positions in consultation with the Program Director.
- Provide appropriate space or programming to accommodate the afterschool program.
- Recruit and refer students to the afterschool program.
- Communicate and collaborate with all partners about rules, expectations, and norms
- Communicate and collaborate with school partners about curriculum and instruction
- Establish a collaborative relationship between organization staff and afterschool staff.
- Complete paperwork related to and associated with the program.
- Provide access to assessment and other available data for the purposes of program evaluation.
- Participate in the evaluation of the afterschool program at the local, state, and federal levels.
- Assist the program in developing, implementing, and making progress on its sustainability plan.
- The Program Director or other appropriate person will participate on the Afterschool Advisory Team.

VI. Decision Making Process

- All major administrative decisions concerning policy and personnel of the afterschool program shall be brought to the Afterschool Advisory Team. The Advisory Team consists of (list partners) and the Program Director. Decisions will be reached by group consensus whenever possible and appropriate. The Advisory Team will meet at least four times per year or as needed, if necessary. The Program Director will oversee and make all day-to-day decisions, when appropriate for the operations of the program. If partners cannot come to a mutual agreement, the Executive of the lead agency will have final decision-making authority.
- The Program Director will bring issues to the Advisory Team. They will be responsible for clarifying policies and program goals with the direct service team. The Program Director will supervise all afterschool staff in their role with the afterschool program. Collaborators will have program and technical oversight of staff in their agencies.

- Hiring and firing of the appropriate staff will be the responsibility of the agency for which they will. The Program Director will assist partners in interviewing and hiring staff that will be working in the afterschool program through their respective agencies. In addition, the Program Director will provide input into the performance evaluation of all partner agency staff working with the afterschool program.

VII. Meetings

- The Afterschool Advisory Team will meet four times per year or more if necessary about key decisions and issues related to successful program implementation.
- The Afterschool Program direct service staff will meet regularly to discuss program issues and planning and to participate in professional development opportunities.

VIII. Funding

Funding will be provided through the Vermont Agency of Education 21st CCLC grant and will be allocated as noted on the attached budget. In addition, key partners will provide _____. (List funds and other commitments)

IX. Procedures for Modification and Termination

- The MOU may be modified, revised, extended, or renewed by mutual written consent of all parties, by the issuance of a written amendment, signed and dated by all parties. Submission of a revised MOU does not necessarily require a modification to the local plan.
- Any party of the MOU may terminate their participation in this MOU by giving not less than (90) calendar days' prior written notice of intent to terminate to each of the partners. In such case, termination by one or more of the parties to this MOU does not alter the terms or obligations of the other parties to this MOU.
- An individual partners' participation in the afterschool program may be terminated for non-compliance with the MOU provided the other parties provide 30 days' written notice clearly outlining the reasons for the termination. The termination letter shall be sent to all parties via certified mail. The partner to be terminated may appeal this decision by responding in writing to the termination notice within 14 days of receipt. The partners shall then convene a meeting, prior to the 30-day termination date, to discuss the appeal. If the partners cannot come to a mutual agreement to terminate the partner or alter their responsibilities so they can adequately participate in the MOU, the Director of the lead agency shall make the final determination.

X. Severance Clause

If any part of this agreement becomes unenforceable or illegal, then the agreement will continue in force, but the offending provision(s) shall be severed from the agreement and will have no effect on the remaining services agreed to and associated performance.

XI. Signatures

All partners in this agreement sign to confirm their acceptance of its terms by their signature.

Supervisory Union or School District

_____	_____
Superintendent	Date

Key Partner

_____	_____
Director	Date

School

_____	_____
Principal	

School

_____	_____
Principal	Date

Key Partner

_____	_____
Director	Date

Key Partner

_____	_____
Director	Date

Appendix H- Intent to Apply Form

Due November 20, 2017

- (1) **Name of Project:**
- (2) **Fiduciary*:**
- (3) **Contact Person:**
- (4) **Phone:**
- (5) **Email:**
- (6) **Position/ Title:**
- (7) **Number of Sites/ Schools:**
- (8) **Grade Levels of Students to be Served:**
- (9) **Names of Sites/ Schools** (please note that ALL sites/schools must meet the eligibility requirements specified on page 4 of the grant application):
- (10) **Key Partners:**
- (11) **Estimated Amount to be Requested:**
- (12) **Please provide a brief description of the proposed project (1 paragraph):**

*If applicant is a non-profit organization include information under part XVII. An electronic copy of the INTENT TO APPLY must be received by Emanuel Betz at the Vermont Agency of Education (Emanuel.Betz@vermont.gov) no later than **4:30 PM on November 20, 2017 for an application to be accepted in the 2017-18 competition.**

Appendix I- Data Summary from Annual Performance Reports

Returning Applicants: Complete one chart with all site data and totals in each cell

	2015-16	2016-17	Example and instructions
Number of students in school/number of Regular Attendees			100 students in school 45 regular attendees Use APR submitted data Include sites and project total
Number of Total Students Served			100 Total students served Include sites and project total
Percent of participants who are low income compared with low income percent of school			Total participants served = 100 Total low income served = 62 Percent of site attendees who are low income = 62% Low income percent of school = 55% Include sites only
Number of licensed teachers working in the program	No input needed		5 teachers working Include sites and project total
Total hours the center is open per year	No input needed		Add up all hours from the whole year
Cost per student served	No input needed		Use total budget including all costs Total cost=\$103,000 Total participants=127 Cost per student-\$811
% total budget sustained by non-21c sources	No input needed		Include: total budget, 21c portion, non-21c amount and a percentage (cash basis only) Total budget: \$103,000 (100%) 21c: \$50,000 (49.5%) Non-21c: \$53,000 (51.5%) Include whole project data only

Appendix J – Budget Template

	Grand Total (all funds)	Total 21c Request (grant request)	Total non- 21c Funds (cash only)	Project Office 21c funds	Project Office non-21c funds	Site 1 21c funds	Site 1 Non-21c funds	Additional Site 21c funds	Additional site non- 21c funds
Project Director									
Site Coordinators									
Instructors									
Benefits									
Retirement Contributions									
Contracted Services									
Professional Development									
Supplies									
Equipment									
Transportation									
Travel/Mileage									
Purchased Services									
Professional Services									
Food									
Rent									
Indirect									
Total									

Appendix K- Personalized Approaches for Learning

AFTERSCHOOL—a generic term denoting a period of time or a structured program for youth that occurs anytime outside of the school day. This can include activities and programs that may occur: before school, afterschool, during the summer, and on weekends, evenings, and school vacations periods.

BLENDED LEARNING

An education program in which content and instruction are delivered both in a traditional classroom setting and through virtual learning that allows for student choice around time, place, path, and/or pace.

COMMUNITY BASED LEARNING (SERVICE LEARNING)

A program that combines meaningful service to the community with a student's learning goals. Students improve their academic and transferable skills and personal development by applying what they learn in school to a valuable, significant, and necessary service which has real consequences to the community; they then reflect on their experience to reinforce the link between their service and their learning.

EXPANDED LEARNING OPPORTUNITIES

High quality programs within communities and schools designed to serve learners on a regular basis by providing unique opportunities for academic growth, hands-on learning, and personal development. Often these programs are provided by schools in collaboration with non-profit organizations, museums, and other local entities. These opportunities can occur beyond traditional school hours and outside of the school building. *Note: This approach may be funded with 21st CCLC dollars if they take place during non-school hours.*

FLEXIBLE PATHWAYS

Any combination of high-quality expanded learning opportunities, including academic and experiential components, which build and assess attainment of identified proficiencies and lead to secondary school completion, civic engagement and postsecondary readiness. Flexible pathways allow students to apply their knowledge and skills to tasks of personal interest as part of the personalized learning planning process.

INDIVIDUALIZATION

Learning outcomes, instructional and assessment strategies and educational experiences customized to meet the needs of individual students.

PERSONALIZATION

A learning process in which schools help students assess their own talents and aspirations, plan a pathway toward their own purposes, work cooperatively with others in challenging tasks, maintain a record of explorations, and demonstrate their learning against clear standards in a wide variety of media, all with the close support of adult mentors and guides. – *National Association of Secondary School Principals*

PERSONALIZED LEARNING

Systems and approaches that deepen student learning by incorporating each student's interests, strengths and needs - including student voice and choice in what, how, when and where they learn - to achieve the goals of active engagement, academic success, and preparation for post-secondary opportunities. While often less formalized, personalized learning and personalized instructional approaches are critical to students in kindergarten through grade 6 as well.

PROJECT-BASED LEARNING

An approach to education in which learners explore real-world problems and challenges to address learning targets.

VIRTUAL LEARNING

Learning delivered through a Web-based platform that employs a variety of digital tools, content, and supports and allows for student choice around time, place, path, and/or pace. Virtual learning can facilitate both individual and collective learning, and can occur synchronously and asynchronously.

WORK-BASED LEARNING

An educational program or experience involving student interactions with industry or community professionals in real, virtual, online, or simulated work environments that exposes learners to postsecondary options, provides opportunities for skill development and proficiency attainment, and allows students to reinforce and deepen their school-based learning.

Appendix L- Full Comprehensive Centers

The term “full comprehensive center” denotes a project that is large in scope and in impact. Full comprehensive centers in a traditional afterschool model can be thought of in terms of size and scope of building “schools within schools.” 21st CCLC funds support full comprehensive centers. Be sure that your community is ready and able to build and maintain a full comprehensive center

A Full Comprehensive Center			
Area	Larger school example (n>80 students) school year and summer combined	Small school example (n<80 students) school year and summer combined	Summer Programs
# of programming days	150-200	150-200	25+
Number of daily programming hours	2-3	2-3	4-8
# of weeks	32+ school year 5+ for summer	32+ school year 5+ for summer	5 (required minimum)
# regular attendees	32%-50% of program attendees	32%-50% of program but should be higher	At least 25% of school population
# attendees in the program	50% of total school population	50%-100%	At least 25% of school population
% free and reduced lunch and IEP attendees served	Same or higher than the school average	Same or higher than the school average	Same or higher than the school average
Suggested start-up cost range	\$50,000-\$125,000	\$35,000-\$80,000 and likely teamed with other sites to form a multi-site project	--

Appendix M- Application Quality Tool

Application Section	Basic or Below Response	Better Response	Best Response	Section Tips
Overall	Poor Confusing Limited New Unconvincing Vague Unrealistic Underwhelming Disjointed	Average Clear Complete Tested Representative Resonant Realistic Acceptable Structured	Exemplary Convincing Achievable Proven Robust Comprehensive Performing Innovative Elegant	When reading through the application, Are you using any of these descriptive words or phrases when judging the quality of your application? Read across rows to see progression.
1.Planning	One person writing in complete or near complete isolation Common meeting times with partners are limited Lead writer meets and plans, but other activities are limited in scope	One main writer working with a small group or team School leadership provided input and attended planning meetings Leadership of other key partners are represented in meetings and other activities	A cohesive project team exists including a variety of stakeholders and partners who met together regularly to plan Team leaders lead a team process and the work is shared within a project team Evidence of diverse and/or exemplary planning activities	On cover sheet B: Include a sufficient level of detail to demonstrate that a wide variety of partners were involved in the planning process; list names and titles and dates of work Historical planning data with average hours: <ul style="list-style-type: none"> Funded proposals- 62 hours (range 19-107) Unfunded-16 hours (range 7-26) If a rushed last minute proposal is submitted without team input and the communities are not ready, do not submit.
	The effort in developing the product is substandard versus the average	Evidence of teamwork and end product meets or exceeds the norm	Effort expended is obvious and end product is exemplary	Do not use a paid grant writer

Application Section	Basic or Below Response	Better Response	Best Response	Section Tips
2.Program Need	Poverty data averages around 40% and there may be lower need compared with other applications	Poverty data is around the average for applicants	Poverty data indicates the greatest need versus other applications	The answers to this section need not exceed one page Make clear why the proposed program is needed and how afterschool and summer programs are a solution to the identified need
	Little or no school data including academic data is used to identify need	Some school data including academic data is used tied to need	Compelling, well thought out school data including academic data is used to prove need	Complete a survey and compile the results
	The plan does not include meaningful performance measures	A diversity of performance measures are used, but it is not clear how they connect and inform the proposed program design	There is a strong assessment of community and other needs and the results are used to inform the proposal	Show data on how the project or community has made progress in meeting the needs of the youth and community and that the proposal will build on that success
	The connection between need and the proposal is not established	There is some clarity as to how the proposed programs will generally meet the needs of children (and families)	A clear connection exists between the program being proposed and students' needs; with program design linked to identified need	Any requests for unusual costs should include how the needs are unable to be met within the general guidelines of the application and how there are no other funds available to meet the need.
3. Programming	Dosage is below range	Dosage is in recommended range(s) with a clear effective design	Dosage is in upper recommended range for afterschool and summer with a superior accompanying rationale	Begin the whole proposal or this section with a short, concise "overview" introduction. Include program locations, numerical information, and programming highlights that will meet identified needs
	Program strategies are unclear or not fully developed	A variety of program strategies are proposed and well designed	Programming is intentional, well-designed, and purposeful; including opportunities for personalization including and	

Application Section	Basic or Below Response	Better Response	Best Response	Section Tips
			a rich variety of explicit strategies	
Programming (Continued)	Program descriptions lack detail	Program detail includes and numbers of students served, schedules, days, offerings, sites, ratios, curriculum, rationale, staffing configurations	All program details are clearly presented and support other assertions throughout the proposal	Include the following data in a table for each site where programs will take place: total school population, numbers served, regular attendees (30 days or more served), grade levels served, total program days, % low income and IEP served,
	There is limited evidence that a student-centered approach is used or considered	A student-centered approach is evident but not central to programs	A student-centered approach is clearly articulated in detail	Include a schedule with at least: school dismissal time, snack and outdoor time, program blocks, program end time, pick up/transportation schedules, differentiated choices
	The staffing plan relies on lower skilled workers	The staffing plan relies on a variety of quality staff	The staffing plan revolves around highly skilled workers and advanced training	Include program components that have 4:1 staffing or better. Include wages that will attract high quality staff
	The program design lacks cohesion	The program design is varied and tied to a variety of learning outcomes	The program design is carefully constructed and explained, valuing student choice and using a variety of strategies with the ability to continuously improve and adapt to need on multiple levels	Visit an existing program
	Safety protocols lack specificity	Safety protocols are adequate and clear.	Physical and emotional safety protocols are articulated, integrated with the school day	Take the time to analyze and think about the importance of design in the following areas: programs, schedules, transitions, space, meals, staff, end products, celebrations and performances
	The program is limited in scope and staffing	The proposal constitutes a diverse staffing approach	Staff are highly-qualified. The program employs or plans to	

Application Section	Basic or Below Response	Better Response	Best Response	Section Tips
	qualifications are not specified or seem weak		employ a number of school day teachers and professionals	
Programming (Continued)	The proposal lacks a variety of opportunities. Student choice and appeal seems limited.	Many programs would appeal to children and youth and engage them regularly	Programming is exciting and engaging. There are ample opportunities for students to learn, explore, and develop skills. Regular attendance is assured.	<p>Addenda can be used for site specific schedules and programming info for multi-site projects</p> <p>Use at least short program descriptions, not single words or short phrases to describe programs</p> <p>Consider alternative models and approaches that can complement and extend a “traditionally designed” afterschool program</p>
	Linkages to the school day are limited or non-existent	School day linkages are emerging or growing	School day linkages are robust and evident with multiple examples	
	There is limited evidence of coordination of programs and resources and the project design is separate or lacks the ability to integrate over time	There is evidence of coordination of programs and resources	Initiatives across multiple domains are integrated into an effective design that serves individual and program needs	
4. Program Management	The director’s position is not well-designed and it is unclear who might fill this position or what their qualifications will be	The director’s position is fairly well-defined but it may not be clear how the position fits into the overall school, district, or organizational structure	A well-qualified and experienced project director (role) has been identified or a solid and thorough plan is in place to recruit and retain one within a functional and supportive organization	<p>Make sure the job, hours and salary are clearly articulated. Include sustainability tasks and instructional leadership as an integral part of the Project Director job</p> <p>Project Director membership on the school administrative team is recommended</p>
	It is not clear how the school leadership supports the program	There is evidence that the school leadership is invested in the project	There is ample evidence that the school leadership team not only supports, but will use the project to implement its educational vision	

Application Section	Basic or Below Response	Better Response	Best Response	Section Tips
Program Management (Continued)	Strategies that support instructional leadership are limited or non-existent	A variety of strategies that support instructional leadership are articulated but are not thoroughly designed	Explicit strategies are proposed around lesson planning, course development and on-going assessment and improvement	Include reference to a clear governance structure or advisory team and a schedule for meetings and oversight
	Limited effort or attention to the value of communication with students and parents is in evidence	At least 3 methods of communication are described that appeal to a cross section of the community	A system of integrated communication strategies will be implemented	Include strategies to communicate directly with students and parents as well as more general communication strategies
	Transportation is not addressed	Transportation is addressed but without a lot of detail	Transportation has been thoroughly researched and a plan is proposed based on data	Transportation “must be addressed” by law. Explore the opportunities of car-pooling as well as extra school bus runs or adapting existing bus schedules
	Professional Development opportunities are limited	Professional development activities exist, yet do not meet the need	Professional development activities are differentiated and meet articulated need(s)	Volunteers can support a strong structure, but are not to be a relied upon for core staff of a 21c funded program
5.Evaluation and Evidence	The questions, goals, objectives and outcomes are minimal, or not well thought out	The questions, goals, objectives and outcomes are in existence but all components of a SMART goal may not be met.	The questions, goals, objectives and outcomes are concise, well thought out, and are clearly linked to a SMART framework (specific, measurable, achievable, realistic and time sensitive)	Use “SMART” Goals (Specific, Measurable, Attainable, Realistic, Timely) SMART Criteria Wikipedia . Limit the number of goals/objectives. Choose a combination of quantitative and qualitative assessments. Include short and longer-term objectives Include SMART goals that answer the question: “How is anyone better off?”

Application Section	Basic or Below Response	Better Response	Best Response	Section Tips
5.Evaluation and Evidence (continued)	Only a few indicators are used, and there are few specific targets	The proposed design and measurements are compelling, but certain aspects of the plan could be improved	Multi layered evidence and data is presented that is linked to the program proposal making a powerful case	Only use evaluation indicators that can be measured annually
	3 or fewer pieces of evidence accompany a narrative that is lacking.	At least 5 pieces of evidence across different domains accompany a compelling narrative	A mixture of academic and other performance measures include multiple assessments using school and other data and linked to valid research based approaches	More than 3-5 citations are not necessary, but each citation should clearly show that the program design is supported by rigorous scientific based research
	There is limited evidence that best practices and research are being leveraged or understood	Performance measures are part of the plan and somewhat linked to researched based approaches	A number of scientifically based research citations were used and support the program design clearly and explicitly	Utilize, affirm, and add additional indicators to the 21c statewide evaluation plan
	It is not clear who will do the evaluation work	There are adequate funds for a director or evaluator to do the work and there are linkages to other systems	The plan is clear, informed by people with expertise, and systems are aligned	Use the evaluation templates and resources provided by VTAOE
	Appendix I data are below expectations	Appendix I data meet the average	Appendix I data substantially exceed averages	
6. Budget and Budget Narrative	Costs are not clear and do not relate explicitly to the proposal design	The costs are reasonable, balanced, and for the most part tied to the proposal design	The budget is reasonable, clear and convincing, per participant costs are within guidelines and the budget can successfully and reasonably implement the proposed plan.	<p>Use the budget template provided by VTAOE; additional sub-categories may be added to the 16 required rows</p> <p>Include formulas that match the numbers and any narrative such as \$22 x 8 hours x 25 days= \$4400</p> <p>Review the detailed budget tips in appendix N</p>

Application Section	Basic or Below Response	Better Response	Best Response	Section Tips
Budget and Budget Narrative (continued)	Some costs may not be reasonable or necessary	Some detail may be missing from the budget narrative to understand how funds will be expended, but the information is clear on the whole	Costs are reasonable and necessary. Administration and direct instruction are balanced and the budget has compelling specificity for each section	If unusual costs are proposed, use one of the attachment pages to provide an overview and details, including budget information
	The narrative is missing essential information to make a full assessment	Costs are well designed, reasonable and necessary, but a few items may need more information and are not explicitly explained in the narrative	The budget narrative is clear and convincing and has a high level of detail giving the reader a high degree of confidence in the proposal	
7. Partnerships and Sustainability	There is little or no evidence that active partnerships have been formed with organizations or individuals within the proposal and the Memorandum of Understanding	Evidence is provided that the lead organization has plans to collaborate with a variety of partners and providers and/or individuals through the proposal and the Memorandum of Understanding	The proposal and the Memorandum of Understanding includes a variety of partners that are involved in the planning and delivery of the program in specific and compelling ways	Only complete one Memorandum of Understanding per application and edit and cut down the provided template as needed; less is more Attach a sustainability chart as an appendix
	There is limited substance as to what partners will each contribute to the program or how they will support the project	The partner agreements and contributions are clear and in line with what would be expected/leveraged from the community	The agreement is robust and partners all contribute substantially to the success of the program	Consider implementing a sliding scale schedule of fees or a donation option at the opening of programs for elementary students while allowing all to come regardless of ability to pay or decide that fees will never be used
	Limited specifics are articulated on how the program will be sustained and the basic plan is weak	The plan involves a variety of sources that are realistic and achievable	A detailed plan is in place with specifics that are realistic and achievable and can be implemented in a timely manner	For program expansions: Include program name, program site, numbers served and other outcome data for both “pre and post application. Provide new projected numbers served and/or the explanation of the nature of a program expansion

Application Section	Basic or Below Response	Better Response	Best Response	Section Tips
Partnerships and Sustainability (Continued)	For returning applicants: A detailed plan is in place with specifics that are realistic and achievable. Past sustainability results are appropriate and acceptable	For returning applicants: A detailed plan is in place with specifics that are realistic and achievable and can be implemented quickly: Past sustainability results are excellent and meet the competitive average	For returning applicants: A detailed plan is in place with specifics that are realistic and achievable and can be implemented quickly. Past sustainability results are exemplary, diverse, and significantly exceed the norm	<p>List past sustainability and partnership successes</p> <p>Review multiple existing sustainability plans and the 21c statewide funding spreadsheet</p>

Appendix N- General Writing Tips

Writing Area	Action
First Steps	<ul style="list-style-type: none"> • Determine Eligibility • Review Requirements and Expectations • Ask difficult questions • Assess readiness (use the readiness assessment) and only apply if the communities are ready • Create a local team to implement the process • Involve key players from the school and community • Identify the team leader and writer with the needed skills • Organize multiple planning meetings to prepare the application and project • Survey students, parents, and other stakeholders • Allow plenty of time to prepare your proposal carefully and thoughtfully. Do not rush through the process
General Presentation:	<ul style="list-style-type: none"> • Use plain English. Include a mixture of bullets, charts, and text. If you can't make a point in less than 35 words, the point needs to be rethought. • Follow the formatting guidelines carefully and precisely • A <i>table of contents</i> can identify the page number for each of the major sections of the application, in addition to any appendices • Avoid cluttering pages with text, using several different fonts, spacing text erratically, and inserting pictures or symbols • Use footers and include page numbers and the title the document in the footer • Make sure well in advance that any scanned pages, if any will appear as you want in the final document
Narrative	<ul style="list-style-type: none"> • Structure your narrative by answering each question from the grant application by section in order • Assure that your narrative makes clear the proposal's vision by the end of the third page or you may lose the reader • Place the budget at the end of the narrative or in a place where it is easy to find • Clarity is brevity. Every sentence should say something needed and relevant to the question.

Writing Area	Action
Do not make these mistakes others have made	<ul style="list-style-type: none"> • Applied when the site(s) was clearly not ready • Omitted statistical data to back assertions throughout the proposal • Expansion: Overview of existing versus proposed programs were missing. Include program name, program site, numbers served before 21st CCLC application, projected numbers served with 21st CCLC program and an explanation of the nature of expansion, if any in a chart showing pre-post scenarios • Missing basic program detail: numbers of students served, regular attendees, schedules, days, offerings, sites, ratios, curriculum, rationale, staffing configurations • Used google docs or other shared internet tools where last minute consolidation and formatting was very difficult • Used color in charts, graphs; or pictures, all of which are not allowed • Tried to work around the narrative guidelines. The rules are there for equity and fairness for all, and they are checked.
Budget	<ul style="list-style-type: none"> • Do request what is needed to achieve goals • Do make sure all costs are <i>reasonable, necessary, and allocable</i> to carry out your project. Be specific about how the funds will be used and check all of your budget to make sure each item is linked somewhere to your program narrative. • Do submit budgets in even dollars; never use cents • Do have the first year start-up year budget be less than the second year budget to account for the start-up phase if needed • Do include significant detail in the budget narrative including a brief explanation and a calculation for each item • Do have a third party check the math and assumptions carefully • Do include FICA (.0765) for all staff • Do make sure costs for administration and direct instruction are balanced with not more than 30-40% of the budget for start-up projects allocated toward administration • Do have per participant cost be between \$700-\$1400, or \$1400-\$2500 per regular attendee served, or use a cost per student hour calculation not to exceed \$20 per student hour served • Do only propose programs that meet full comprehensive center guidelines • Up to 2% for staff development is recommended, in addition to paid time for trainings • 5% for supplies is suggested • One time equipment purchases should be limited to only items related directly to program needs • Transportation is allowable and by law equity and access must be addressed for all youth • Provide appropriate wages for leadership • Include wages for a licensed teacher (and equivalent) component(s) and include required retirement contribution of 12.84%

Writing Area	Action
	<ul style="list-style-type: none"> • Do not request funds for "miscellaneous" or other purposes using vague language • Do not request funds for anything that is not directly related to the 21st Community Learning Centers program described in the narrative • Do not request funds for construction projects
Last Steps	<ul style="list-style-type: none"> • Proofread your proposal. Ask colleagues who have not been involved in the proposal's development to proofread the proposal. Reviewers will not give your proposal the benefit of the doubt if information is missing, if spelling errors change the meaning of sentences, or if information is presented in a confusing manner • Check the budget figures for consistency and accuracy • Use the checklist printed in the application package to ensure that all required information is included • Include signatures and pages into the document well in advance if scanned • Check the PDF for accuracy and the ability to open it • Submit your proposal by the deadline date. Before submission, email the submission to a secondary email account and open and check that it sent • Receive confirmation of receipt by the Agency of Education